

# COMPLAINT MANAGEMENT ON HEALTH CARE IMPROVEMENT EFFORTS AS A CUSTOMER SATISFACTION

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## **ABSTRACT**

**Introduction:** Health care is a services provision form that are at the forefront in the service that should be taken seriously how the quality of the service provided. This study aimed to review literatures related to the behavior of customer complaints and how service providers response with customers ideas or complaints in the hope that can help health care providers determine the best strategy in maintaining consumer confidence and awareness in order to feel satisfied with the services provided. **Method:** Scholar google, proquest and PubMed were used to search the articles restricted between 2005 to 2015. Through the keyword "customer complaint", "patient complaint", "customer complaints", "complaint management", "management of complaints", "hospitals", and "health services", got 2 articles, 2 theses and one chapter books appropriate to do a review. Articles, thesis and chapter books obtained then reviewed in accordance with the inclusion criteria based on the PICO frame work. **Result:** The results of the 5 reviewed literature provide the methods and the importance of complaint management in health care providers (hospitals and clinics) to enhance customer satisfaction. **Conclusion:** Good customer complaints management can be improved materials for health care providers in an effort to improve customer satisfaction.

**Key words:** customer complaint, complaint management, hospitals, health services

## **INTRODUCTION**

Health care is the effort made by itself or together in an organization to maintain and improve health, prevent and treat disease and restore health directed against individuals, groups and communities. (Trimumpuni, 2009). The shift in the purpose of hospital services from social organizations into socio-economic organization requires the management to be able to maintain the patients or customers in order to compete with other hospitals (Afriani, 2012).

Service must be performed according to standards and fulfill the standards of quality that are oriented to the interests of consumers, in accordance with the wishes of the community that is increasingly growing (Hanson, Winnie and Hsiao, 2004). The tendency of the behavior of the medical practitioners who do not consider processes of communication or information exchange, and mutually beneficial social interaction causes the consumer as health service users such as patients, not realizing that they have the right to obtain satisfactory service. That is, a patient has the right to deliver services or questioned felt

unclear, burdensome even consumers themselves (Rahayu, 2011).

There are two consumer reactions to the failure of the service, namely to survive or move to any other provider. In the literature of marketing services, consumer reaction to the failure of services embodied in the form of complaining behavior (behavioral complaints) and brand switching (switching to another service provider) (Alfansi and Atmaja, 2008). Customers spirit to express their opinions or behavior of voice can increase their satisfaction, especially for customers who do not feel the satisfaction with the services provided (Ernawati, 2010).

If customers are not satisfied then what happens are 96% of dissatisfied customers will go away or leave the company service provider quietly and only 4% who submit complaints to the company. The customers who go away the 3% due to moving, 5% due to find other service providers, 9% for persuasion competitors, 14% because they were not satisfied with the product they bought and 68% due to the indifference shown by the service provider. On average an unhappy customer will tell 8-10 problems to his

friend. One in five of dissatisfied customers will tell the problem to 20 friends.

The challenge for health care providers is how to capture and use that information to productively improving the quality, safety and accessibility of the health care system for consumers, complaints and other comments from consumers is a valuable learning tool (Health Service Review Council, 2005). Instead, it becomes a threat when patients are not satisfied with the services provided convey the bad experiences to others or even some silent, leave service provider (exit) and switch to the other hospital (Georson, 2002).

Overview reality complaint handling and understanding of the expectations or the expectations of society towards real conditions of service and the service received should be understood to equate a measure of satisfaction. Furthermore, the evaluation of complaint handling can be made fairly (Setyorini, 2008).

This study aimed to do a review on the literature related to the behavior of customer complaints and how service providers cope with ideas or complaints in the hope that can help health care providers determine the best strategy to maintain confidence and consumer concerns to be satisfied with the services provided and to take part in an effort to repair and improve the quality of services through the complaints presented.

## **METHOD**

Articles in English and Bahasa Indonesia that are relevant to the topic done electronically by using several databases, including databases scholar google, proquest and PubMed restricted from 2005 to 2015. Through the keyword "customer complaint", "patient complaint", "complaint customer", "complaint management", "management of complaints", "hospitals", and "health services" obtained 20 articles, 4 theses, and three chapter books.

Articles, thesis and chapter books obtained then reviewed in accordance with the inclusion criteria based on the PICO frame work (P: customers Hospital / service providers, O: managing complaints), from the searching results was obtained 2 articles, 2 theses and one chapter appropriate books to do the reviews related to the topics raised, then identified and presented in the table.

## **RESULTS**

Two studies examined in this study use descriptive research with cross sectional method, two other studies using qualitative research using in-depth interview technique to the respondent. This study also review Chapter 2 (Chapter 18. The Things That Need To Look For When Customers Complain) of a book written by Michael LeBoeuf, Ph. D. (2010) Yang called How To Win Customers and Keep Them for Life. The first study conducted by Afriani (2012) This is a qualitative research that aimed to identify the type of customer complaints in Fatmawati Jakarta and the complaint handling process conducted by the hospital as a service provider. The study was conducted in May - June 2012, especially in the installation of Marketing and Public Relations. Primary data was obtained from in-depth interviews to 9 informants, namely Head Installation of Marketing and Public Relations (1), the Deputy Head of Public Relations (1), Officer Public Relations (2 People), Information Officer of Outpatient (1), Information Officer of Griya husada (1) and 3 customers of Fatmawati Hospital.

The results showed that the type of common complaints submitted by customers of Fatmawati hospital patients is associated administrative processes, services of doctors and nurses, as well as the rates of hospital facilities. The customer can submit complaints directly to the public relations officer or information officer at the installation as well as indirectly through the mail, sms, telephone, e-mail suggestion box and hospitals. In handling public relations officer will document the complaint they received, seek a solution by coordinating with the related working unit and deliver it to the customer. A report on the complaints that recapitulated once a month to make an evaluation for related work units. In the study also noted that there has been a Standard Operating Procedure (SOP) for handling complaints in writing, but the socialization is not going well at each business unit and Fatmawati Hospital customers. Lack of training on handling complaints has also become one of the existing obstacles in implementing SOP.

The second study is also a descriptive qualitative research conducted by Wulandari (2014) to describe the management of complaints in Pasar Rebo. Researchers conducted in-depth interviews to the seven respondents who are directly related to the

handling of complaints, among others, the Head of the Executive Unit of Marketing, Verification Inpatient PJ, PJ Information and Publications, and marketing unit (4). The results showed that the types of complaints usually handled are around the issue of health insurance or BPJS, of the incoming data there is no problem that requires handling from the management level. But it does not rule out the possibility that there is a complaint that was not recorded or reported. Marketing unit is the unit that manages the complaint, in contrast to previous research in Pasar Rebo Hospital that there are no technical guidance measures for handling complaints. Lack of human resources, infrastructure such as suggestion boxes, phone or sms, information center and technical guidelines can reduce the effectiveness of the services provided by the marketing unit on a complaint they received.

Research conducted by Jabbari et al (2014) at a hospital in Isfahan, Iran also illustrates how the characteristics of the patient's complaints at the hospital. Research using cross sectional method uses all complaints ever recorded in the unit specially the reception of complaints ranging from 2012 through 2013 to determine which units receiving complaints, Human Resources received a complaint, and the results of the investigation of the existing complaint. The data collection period is divided into four groups, in the 2nd quarter (2012) there were 337 complaints, 3rd quarter (2012) were as many as 348 complaints, 4th quarter (2012) were 318 complaints, and 1st quarter (2013), there were 200 complaints. From the complaints recorded, the highest complaint pointed to the doctor's services, while nursing services ranked second complained. The unit received the most complaints of the total registered complaints are private booths and the least complained about is the problem of cleanliness. During the study in the Feb-Mar (2nd quarter 2012) which was recorded at most 47.1% of unresolved complaints or pending. Complaints and the results of treatment need to be made to reveal the rule that standardized for handling complaints or grievances that exist, the decrease of complaints recorded from 2012 to 2013 does not necessarily reflect the service or services that provide the better, but it could also indicate that customers are no longer concerned about the hospital goodness.

The fourth article written by Zaluchu et al (2014) on the results of a comparative study with cross sectional method to compare the characteristics of complaints in hospitals and in health centers and how both of these health care providers respond to complaints there. The study population was all patients in government health centers and hospitals in the province of North Sumatra. Sample selected purposively in seven regencies / cities in North Sumatra Province. Selection of respondents by quota sampling as many as 50 patients from each health center and a total sample of 200 respondents. Respondents to the hospital are close relatives of hospitalized patients had a minimum of three days of treatment, and the total of respondents were 150 respondents. From the results of the questionnaires distributed showed that 14.28% of patients in the hospital and 16.57% in health centers never had any complaints. Of these, only 40% of patients in the hospital who then submit complaints, while 51.7% of patients in health centers that submit complaints. From those who had complaints in the hospital and did not deliver 56.6% of the main reasons is fear, whereas 46.6% of patients in the clinic who will not submit complaints reasoned that there was no point in delivering the complaint. Related types of grievances, issue of new patient admission procedures and service unfriendly become the highest complaints in hospitals and health centers. In his book, *How To Win Customers and Keep Them for Life* Chapter 18: Things that need to be considered when a customer complains, LeBoeuf (2010) states that mishandled of complaints can cause harm to providers service, not only because of the loss of a customer, but the customer will tell a bad experience at another person, so that the service providers will also lose potential new customers. It was also mentioned in this book, main reason that causes the program to customer complaints can reward or return on investment is large, there are: 1) The customer complaint shows the areas that need improvement, 2) complaint is the second opportunity for service providers to provide services and satisfaction to customers who were disappointed, 3) the complaint is a tremendous opportunity to strengthen customer loyalty.

## DISCUSSION

Nursing care is an integral part of health care in the hospital, which has a very strategic position in an effort to improve service quality and the satisfaction of customers who come to the hospital. Number of nursing personnel to dominate the overall health personnel, as well as the first and longest stranding contact with customers (patients and families). As an effort to improve the quality of service to their proper management and appropriate complaints standards expected to be input to the nursing profession for the repair and improvement of nursing services in order to meet the expectations of customers while utilizing the same back nursing services.

## CONCLUSION

The results of a review of the five literature above can be deduced that health care providers need to consider the standard operating procedures for handling complaints of every customer and immediately gave the best response as a solution, but it also provides an opportunity for customers to be able to express their grievances through the facilities provided so getting container right in expressing opinions. This is in addition aim to enhance customer satisfaction can also be used as input for the evaluation and health care providers to dynamically improve the service provided to create customer loyalty.

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